

25 JAN 1974

MEMORANDUM FOR: Director of Personnel

SUBJECT : OPAG Recommendations for Disseminating
Personnel Procedures Applicable Else-
where in the Agency

1. The "Personnel Procedures" under consideration are understood to be Procedures which are not required by regulation but which have been instituted by components, formally or informally, to solve a problem or simplify a procedure. This being the case, the problem of dissemination becomes one of selling Procedures to prospective users rather than imposing them by regulation.

2. OPAG's first recommendation is that the users or customers of a particular Procedure should be identified. Will the Procedure be applied at the Directorate level? at the Office or Division level? or at group, division, branch, or section levels? Or is the Procedure one which requires the participation of all employees? In the following paragraphs are some OPAG suggestions on how a particular procedure could be disseminated to the appropriate consumer.

3. Dissemination to all employees. This type of distribution is difficult to visualize in connection with Personnel Procedures but it is conceivable that there are some Procedures which would work well only if all employees are aware of their existence. In order to reach this market the following suggestions are made:

A. Distribution of notices and bulletins to all employees. Each notice or bulletin would deal with one subject or topic and they would be disseminated on a regular schedule.

B. Produce a film on Procedures and schedule it for showing to all employees.

C. Construct or rent automated booths, of the type frequently seen at industrial shows or exhibits, which would be programmed to play video and audio presentations on Procedures. These booths would be stationed at strategic points in Headquarters corridors.

D. Reverse suggestion box. A gimmick for disseminating procedures in an off-beat way.

E. For really effective saturation, all of the above could be used simultaneously.

4. Procedures applicable at the first-line supervision level--branch, section, unit.

A. Auditorium meetings of 200-400 supervisors at which Procedures would be presented orally and graphically; handouts should be provided.

B. One to two day sessions at [redacted] or Headquarters with 50 to 100 attendees per session; participants should be able to represent their components and they would be expected to present Procedures which are in use in their components along with information on how they are working.

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C. Seminar approach. The seminar group would be composed of the supervisors of particular components and it would be chaired by an OP representative.

5. Procedures applicable at the mid-management level.

A. Seminar approach. The procedure here would be similar to that described in item 4 C above with the exception that the groups should be smaller.

B. Here again the [redacted] sessions idea would seem to be a good one.

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C. The salesman approach. Have an appropriate OP representative present Procedures either to small groups of supervisors or to supervisors on a one to one basis. The intent here is not one of a hard or pressure type of sales talk but more one of a persuasive type sales talk. There is a little bit of education involved in any sales pitch and this is the angle that should be emphasized.

6. Office and Division heads.

A. Notebook dissemination. Disseminate the Procedures in a loose-leaf notebook format to each Office and Division head.

B. Career Service Board contacts. Present the Procedures, either through the loose-leaf notebook device or through personal contacts, directly to the members of Career Service Boards for their consideration. They would then recommend to the Office or Division Director which Procedures should be pursued in their component.

7. Directorate and Agency level management.

A. The salesman approach. Senior OP officials should make these contacts and give individual briefings.

B. The loose-leaf notebook format.

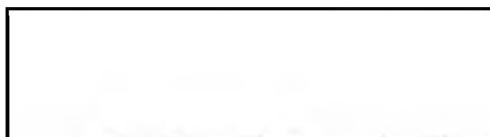
8. In all presentations at all levels there are a number of points which should be stressed.

A. It should be made clear in the message what a Procedure has accomplished in areas where it has been in use. People will want to know if it is worthwhile putting into application and the best way to convince them is to show results. Somewhat like the old Packard slogan, "Ask the man who owns one".

B. Since we are talking about Procedures not required by regulation, any suggestion that the procedures are being forced on people by the Office of Personnel should be strictly avoided. The emphasis must be on what the Procedure can do for the consumer.

C. Once specific Procedures have been selected for dissemination and markets have been identified, a good deal of thought should be given to creating novel, effective ways of presenting them either verbally, graphically, in film or on tape. Deadly dull briefings must be avoided. The emphasis must be on catching people's attention.

D. The idea that Procedures formulation and dissemination is an ongoing process should be a part of all messages so that people will be encouraged to keep those cards and letters on Procedures coming into OP.



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